

Managing Ammunition to Better Address Warfighter Requirements Now and in the Future

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From the onset of the global war on terrorism (GWOT) in 2001, it became apparent to Headquarters, Department of the Army (HQDA) that there would be problems providing sufficient quantities of some ammunition items because of dramatically increased requirements DOD-wide. Appropriated funding couldn't get through the budget process quickly enough and production couldn't be ramped up fast enough to keep up with increasing demand. The "Iron Mountain" of ammunition left over from the Cold War was depleted because of reduced replenishment funding during the 1990s. Conserving what was available by reducing some levels of training in CONUS for a period of time while continuing to fully supply warfighters engaged in or preparing for combat overseas had little positive impact on the overall supply. As a result, in April 2004, the Army Chief of Staff (CSA) tasked the Army Staff (ARSTAF) to investigate and make recommendations for improving the Army's munitions management.

Soldiers from the 82nd Field Artillery Regiment's Alpha Battery, 1st Battalion, fired their M109A6 Paladin Self-Propelled Howitzers at Camp Taji, Iraq, last March. The big guns fired the new Modular Artillery Charge System (MACS) for the first time on foreign soil. Today, the Paladins are using MACS to propel the 155mm Excalibur precision munition against insurgent targets. (U.S. Army photo by SSG Jon Cupp, 1st Brigade Combat Team (BCT), 1st Cavalry Division Public Affairs Office.)

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Centralized Control, Coordinated Requirements Process Needed

Coordinating the myriad new requirements, urgent needs, the programming of dollars and increasing production and distribution of munition assets lacked centralized control and processes across ARSTAF. During this same time, the Program Executive Office Ammunition (PEO Ammo) was established in 2002. PEO Ammo consolidated all conventional ammunition programs from three different commands — 23 programs in PEO Ground Combat Systems, 74 programs in the U.S. Tank-automotive and Armaments Command and 94 programs in the U.S. Army Materiel Command (AMC) — along with the ammunition industrial base and Single Manager for Conventional Ammunition missions. ARSTAF determined that there was no single, responsible munitions

management organization or staff element and that the munitions requirements process was disjointed.

Munitions “Team of Teams” Focuses on Ammunition

As a result of the CSA’s tasking, a more centralized munitions requirements and prioritization process under the G-3 was developed and integrated with the current HQDA staff structure. Because the G-3/5/7 retains the overall role as the staff office that sets the Army’s priorities and requirements, they were identified as the lead integrator in coordinating and synchronizing Army munitions management.

The Army Munitions Management Office/DAMO-TRA would become the Army’s single POC for all munitions requirements, and would integrate the functions, responsibilities and execution of other ARSTAF munitions offices.

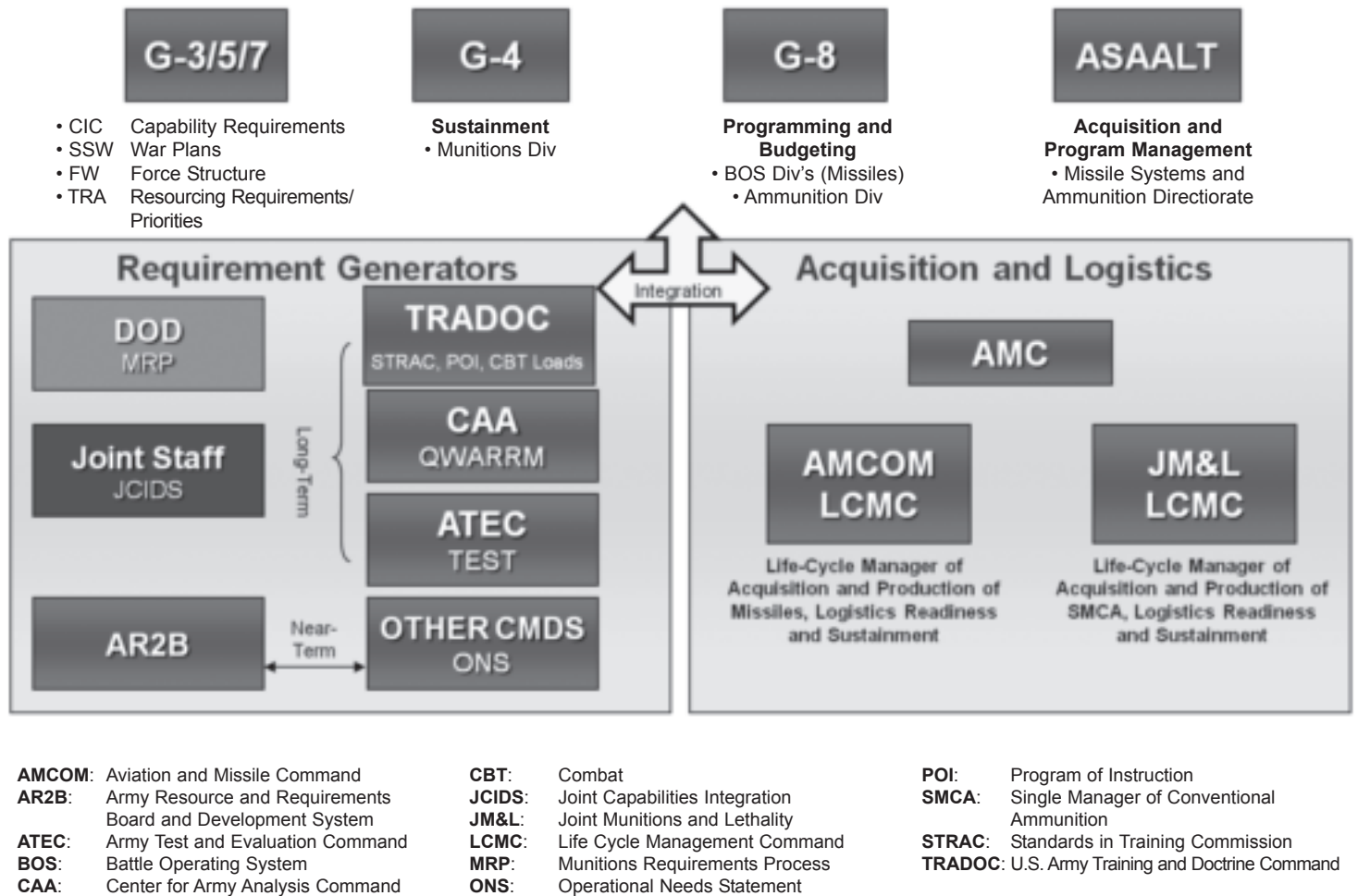
The G-3 combined two separate munitions offices — training and future warfighting capabilities — bringing the war reserve and training requirements functions together into one central office. The Army Munitions Management Office/DAMO-TRA would become the Army’s single point of contact (POC) for all munitions requirements, and would integrate the functions, responsibilities and execution of other ARSTAF munitions offices.

Three other established HQDA staff offices supported this new organization —

the G-4 Munitions Division/DALO-SMA (sustainment), the G-8 Munitions

Munitions Team of Teams

Validation, Prioritization, Resourcing, Policy



Directorate/DAPR-FDX with assistance from other missile and rocket hardware directorates (programming and budgeting), and the Assistant Secretary of the Army for Acquisition, Logistics and Technology (ASAALT) Missile Systems/Munitions Directorate/SAAL-SMA (acquisition and program management). This created a munitions Team of Teams on the ARSTAF that could focus on ammunition, headquarters-level policy, management, requirements, resourcing and distribution, while simultaneously planning and programming for future ammunition needs.

It is this core team that deals with the day-to-day issues of ammunition and

missiles in the Pentagon. Many other offices interface with them consistently. In the Washington, DC, area, these offices and organizations include at a minimum, the Investment and Budget Liaison Teams in the Army Budget Office; the Office, Chief of Legislative Liaison; AMC; various Secretary of Defense and Joint staff offices; and other resourcing and requirements directorates within G-3, G-8 and ASAALT. Outside the area, offices and organizations include PEO Ammo at Picatinny Arsenal, NJ; PEO Missiles and Space at Redstone Arsenal, AL; the Joint Munitions Command at Rock Island, IL; and the U.S. Army Training and Doctrine Command and its proponents.

The figure clearly maps out organization duties and responsibilities for ammo management.

Changes Lead to Profound Results

The results of this reorganization were profound and immediate. Consequences of these actions included:

- A better coordinated, accurate and easily understandable war reserve requirements determination process known as the Quantitative War Reserve Requirements for Munitions (QWARRM) and results. The Army gets better war reserve planning figures and it paved the way for senior

leaders to better understand the QWARRM process and make their munition-related decisions.

- A fully developed and coordinated consolidated, worldwide monthly munitions status for Army senior leadership. Presented monthly at the balcony briefing, the Army's leaders see a consolidated, integrated snapshot on the status of ammunition in theater and worldwide, and are updated on current ammunition issues affecting warfighters.
- Defined munition staff officers who know their functions within the requirements and budget cycles and cross coordinate when required, speaking with "one voice." It has become vitally important to fully coordinate and speak in unison when communicating the Army's ammunition message to Congress, the press and industry.
- A central, focused core team to look into the future for Army munitions at the HQDA level. The Army is looking at short-term and long-term ways to respond to immediate GWOT needs and across the Future Years Defense Plan to plan and program legacy and future munition requirements.
- One, single office for ammunition staff leadership, G-3/DAMO-TRA.

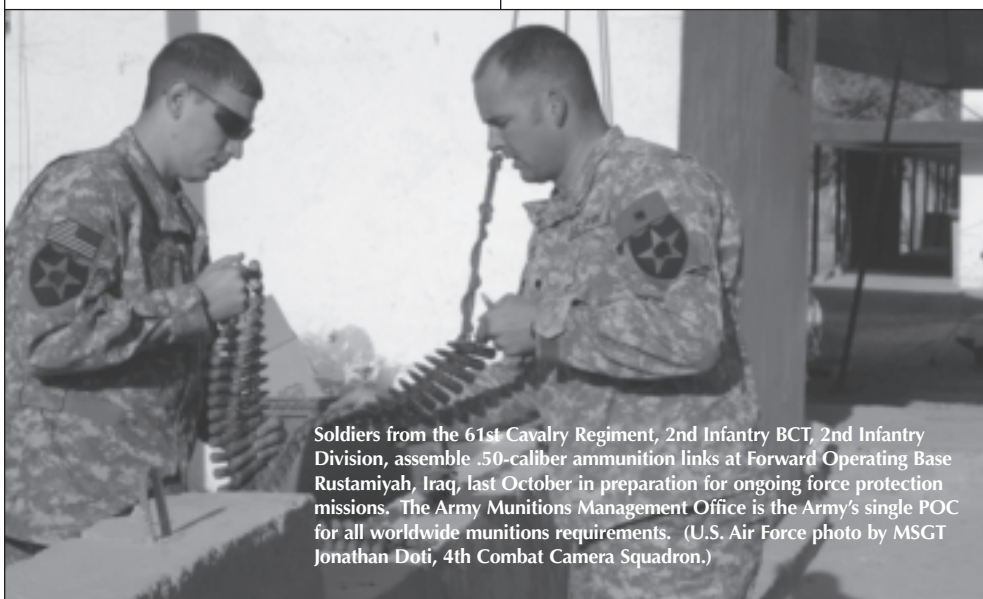
G-3 is the single entry point for all external ammunition inputs to ARSTAF and the focal point for internal ammunition staff guidance and direction.

As appropriated funds began to flow, other results gradually emerged. Ammunition deliveries increased to meet warfighter demands. For example, small caliber ammunition deliveries grew by a factor of four. The team continued to look for opportunities to reprioritize and redirect funds in response to theater demands, including small caliber ammunition and associated production modernization efforts, visible light mortar illumination cartridges and the 155mm Excalibur guided projectile, to name just a few.



PFC Mack Borden, Alpha Battery, 3rd Battalion, 7th Field Artillery Regiment, carries ammunition to an M119A1 105mm Towed Howitzer during a live-fire exercise last June near Kirkuk, Iraq. (U.S. Air Force photo by SSGT Dallas Edwards, 460th Space Communications Squadron.)

Today, as immediate theater munition needs reach the Pentagon and are validated, this Team of Teams works with various Pentagon and other external staffs to give warfighters what they need to accomplish their missions.



Soldiers from the 61st Cavalry Regiment, 2nd Infantry BCT, 2nd Infantry Division, assemble .50-caliber ammunition links at Forward Operating Base Rustamayah, Iraq, last October in preparation for ongoing force protection missions. The Army Munitions Management Office is the Army's single POC for all worldwide munitions requirements. (U.S. Air Force photo by MSGT Jonathan Doti, 4th Combat Camera Squadron.)

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